

COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

DECEMBER 2004 VOLUME 16/NUMBER 11

COMMUNIQUE

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

Modernizing
JWICS Capabilities

34th Annual
Honorary Awards Ceremony

DS
Transformation

Hollywood Squares on
your desktop...

A single box that can
handle all your
computing needs...

Fewer than half the
wires running under
your desk...

You should see all the
new technologies in
store for you, not
in the future,
but right
now!

Our
one-on-one
interview with
Deputy Director for
Information Management
Michael Pflueger



CSITP Celebrates its 26th Year
E Flexes Muscle at Budget Boot Camp
SSSTRATCOM & DIA: Forging New Frontiers



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Interview with DIA's Chief Information Officer

Michael Pflueger Discusses his Goals for Implementing State-of-the-Practice Data and Information Management Capabilities



by Communiqué Staff, DXP

Mr. Michael P. Pflueger joined DIA in August 2003 as the agency's deputy director for information management and chief information officer. The Directorate for Information Management and Chief Information Officer (DS) provides all DIA information technology (IT) and computer communications programs. His leadership also extends worldwide through his chairmanship of the DoD Intelligence Information System (DoDIIS) Executive Council and the IT board of directors for defense intelligence on the intelligence community CIO Executive Council, and was appointed to represent DIA and the DoDIIS community on the DoD CIO Executive Council.

The Communiqué editor spoke with Mr. Pflueger about his goals and priorities for implementing state-of-the-practice data and information management capabilities and services that support overall defense transformational goals.

COMMUNIQUE: Please tell our readers a little about yourself. How have your previous assignments prepared you for your role as DIA's Deputy Director for Information Management and Chief Information Officer (DS)?

MR. PFLUEGER: I have about 34 years of federal service. The first 24 years was as a Naval intelligence officer; I have served in roles all the way from photo interpretation, to a branch chief for targeting in Vietnam, to a flag ship intelligence officer, to a carrier battle group ship's intelligence officer in Desert Shield and Desert Storm. So I am fundamentally an intelligence officer, not an IT specialist.

In the late 70s, I received an advanced degree in computer science, and after that, the Navy saw that I rotated tours between technology and intelligence. I was allowed to mix those metaphors over a 24 year career in the Navy.

After leaving there, I went to the unified commands out in USCINCPAC where I was the chief of intelligence systems architecture, which matches up nicely for this job. Also, I was the director of systems three times at the Joint Intel Center Pacific. So I spent nearly 32 of my 34 years preparing for this job, unbeknownst that I'd ever get it!



Mr. Michael P. Pflueger, Deputy Director for Information Management and Chief Information Officer

COMMUNIQUE: You have been with DIA a little over a year now. What do you believe are the major information technology issues that need to be addressed at DIA? What are your main goals and priorities to address those challenges?

MR. PFLUEGER: I have two roles: one is to make sure technology meets the requirements of DIA organizations, and in that role, I am the chief information officer (CIO) for DIA. My other role is the CIO for the General Defense Intelligence Program (GDIP), or the functional manager for information technology in the GDIP. So I have different challenges associated with each of these two roles, although they do come together.

But when you have an organization as mature as DIA, we find that our biggest issue is that it can end up malformed in that day-to-day emphasis and priorities

have shaped the organization. We respond really well to placing 700 workstations in Baghdad, but as an organization, DS got away from doing the day-to-day stuff well; in what we call break-fix – a work station breaks, we get someone there, we fix it, we noted we got it fixed and we ensure the customer is happy with the repair.

So we were lacking some of those fundamental skills. As a football analogy, we needed to get back to tackling, running, catching and throwing. That's why we went through a transformation over the last 14 months. The transformation was focused on the fact that there's a new world threat. The Global War on Terrorism is certainly a different threat than the Soviet Union gave us. Our information technologies to answer those problems within the DIAC and worldwide within the GDIP – or what is called the DoD Intelligence Information System (DoDIIS) – have really changed. So we spent 14 months looking at every one of our processes, making sure we knew and remembered how to run, catch, throw and tackle so that what comes out at the end is an organization with the tools, processes and people trained to do everything from the fundamentals to doing big things like the worldwide architecture.

COMMUNIQUE: *How can other components of DIA assist you with meeting your objectives?*

MR. PFLUEGER: One of the hardest things in my business is meeting user requirements because much too often, they are stated in solutions. For example, someone asks for a Dell computer on their desk that runs Falcon View, Microsoft Word, etc. This is not the kind of help I need. I need users to explain what their functional requirements are so that my technologists can select the right software and the right kind of systems to solve their problems. And, of course, they can help by giving me a little bit of patience because this isn't your one workstation at home kind of business. We have more than 20,000 workstations here in the DIAC and new functions need to be done in an orderly way so they don't break it for everyone else. And of course our security requirements add time to any new functionality we introduce. So I need folks to bring me really good functional requirements and then let us come back with solutions.

COMMUNIQUE: *As you mentioned, DS has been going through a transformation period. What major process initiatives have occurred and how will these changes better support DIA and the intelligence community?*

“Competition in analysis is alright as long as both are working from the same data source; it's only bad when you know something because the source data was not shared.”

MR. PFLUEGER: This goes back to a core function that I talked about earlier, the break-fix. The biggest processes we looked at were handling a help desk and the customer requirements process. So we went out and secured a world-class piece of software called Siebel that allows us to better understand what is broken and who is working on it, it tells us if it was fixed in an orderly fashion and it allows us to track systemic problems. For example, it can tell us if all the disk drives were broken on the last 50 Dells we bought.

We've been unable to track that within our environment to both fix things more quickly and anticipate when things break. What will come

out of the transformation in the customer requirements process is a new, more highly responsive Central Customer Service Center (formerly known as the Help Desk) focused around the customer. We also formed a branch in our Relationship and Performance Management (RP) office that looks at the metrics: how quickly we are responding, where the holes are in our processes, where we don't have properly trained people, etc. So we have new software and processes around our CCSC, and a new organization that oversees and makes sure that we're using the software right and that we don't have CCSC tickets that cook for a long time without someone acting on them.

And I think that's the core way we're going to look better, because the responsiveness of DS is really two things: the way the user perceives us and how well we are really doing. Those are not always the same thing, but I spend a lot of my time responding to what the perceptions are. So we're doing a lot of things inside the engine that, over time, will make the perception better.

COMMUNIQUE: *What does the Siebel system do differently compared with its predecessor, Remedy?*

MR. PFLUEGER: Siebel is a family of products and the best way to explain its capabilities is to describe

the end state. The end state of the IT infrastructure will be self-healing. First, it will be anticipatory rather than reactive, which means you won't need to tell me you just lost all your data on the hard drive. There is already software in all the PCs that tells Siebel that the CPU is either too hot, the disk drive is running too fast or slow and there are other things going wrong. That data exists in our PCs but we don't collect it. So with Siebel, we can build a network of PCs around the DIAC and eventually around the world that tells us before they are going to break, that tells us there are problems and that's how you can do break-fix better.

Then we'll see technology in PCs that can fix themselves, or at least keep themselves running until someone can go out and fix them. Siebel brings us all the metrics I talked about from RP that can measure how well we're doing or how poorly we are doing and then all of this connection to the health and well-being of the infrastructure. Fundamentally you want all of the PCs, the networks and the storage to be invisible to the users. We want it to be like you expect the telephone to work or you expect the light switch on the wall – it just happens without you having to worry about it.

COMMUNIQUE: *It is stated in the strategic plan that DIA needs to "Implement state-of-the-practice data and information management capabilities and services." What are some of the ways this objective can be achieved? What is happening in DS to respond to these IT concepts and what is the status of implementation efforts?*

MR. PFLUEGER: First you have to have a core infrastructure that is as solid. The PCs have to come up all the time and I have to know when they're breaking because you can't start talking about the data and the applications and collaborations and all those kinds of things we want to do until you have a good core to stand on. I think we're approaching that.

The second is the ability to find data sources and knowledge discovery, and then these crazy words start flying around like taxonomy and ontologies and all of this theory of information and how information is tied together that this terrorist group and that terrorist group share a common event or a common person. How do you dig through the 17 years of data and hundreds of thousands of intelligence information reports we have? We have the data, now we're trying to apply technologies to our data to make it flow to information, to knowledge, to actionable intelligence.

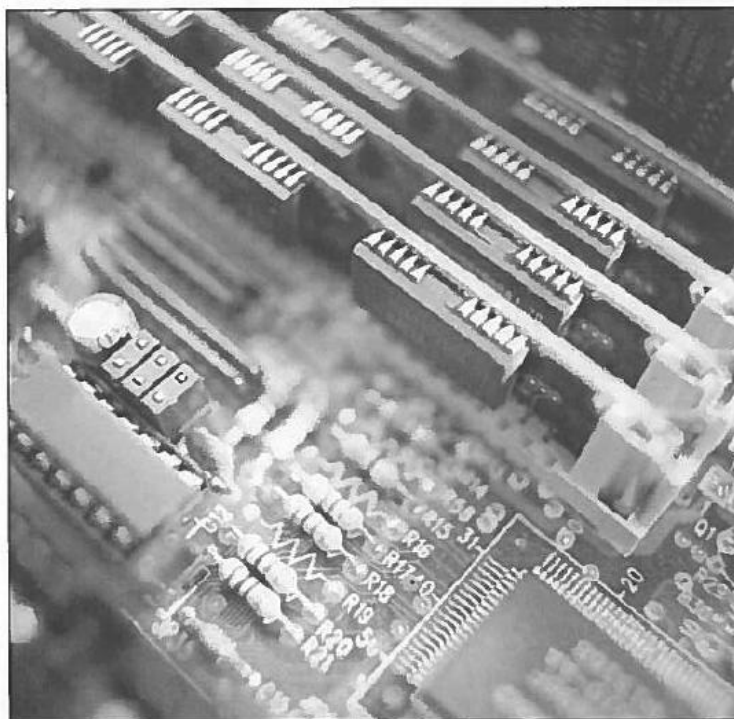
We have a new organization called Requirements, Research and Analysis under Lewis Shepherd. They

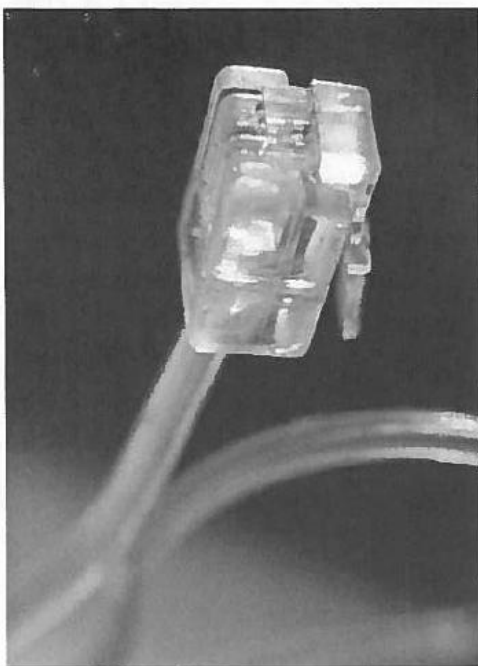
are responsible for building an information management framework that supports data, to information, to knowledge, to actionable intelligence. He's doing tool evaluation and then he takes the tool of choice and either gives it to an organization called Enterprise Information Management (ID) or Enterprise Infrastructure Services (SY), depending on if its and application or infrastructure and then we deploy it.

We built the foundation and we built a new organization whose prime responsibility is to find those analytical tools that help us make that knowledge and discovery. And we're not doing it on our own because there are a lot of people to help us; all the unified commands are doing it. So under my GDIP hat, we are now creating this enterprise that is a partnership between us and the nine unified commands, Joint Intelligence Centers and Joint Analysis Centers and the four other service centers. And Lewis's group has federated them into a larger group so we don't duplicate evaluating tools and processes.

So we get to state-of-the-practice information management capabilities through a solid foundation, an organization that is now worldwide and we go out and discover the tools and the capability and apply them to our infrastructure to get them up on DI and DH and DT desktops.

In terms of implementation efforts, I think we are rolling along pretty good on the infrastructure with the





new Gigabit Ethernet LANs we're putting everywhere with new high speed capabilities. What we've also done is to evaluate the technologies through testing. The Joint Intelligence Task Force for Combating Terrorism (JITF-CT) has had some of these tools on hand for the last 90 or 120 days or more, and we'll be deploying them throughout

the rest of the agency starting in the January-February timeframe. We'll be deploying them worldwide to each of the five Regional Service Centers over calendar year 2005.

COMMUNIQUE: *Would you explain some of the new hardware technology that is being integrated into the DIA work force, such as Voiceover Network and Desktop VTC?*

MR. PFLUEGER: I may sound repetitive, but first we needed a good base. We're going to replace the old asynchronous transfer mode (ATM) hardware with Gigabit Ethernet, which is a core local area network (LAN) capability. This probably means nothing to the folks out there other than it will be faster and more reliable. And, all applications we want to use are internet protocol (IP)-based, which cannot run on an ATM structure. So the first thing we need is a good core LAN running at the highest speeds possible. That's where we start and then you can lay technologies on top of it.

Our gray phone systems are adjunct to the National Security Agency's gray phone system and, as such, are analog in nature, just like your phones at home. When you want to perform functions like voicemail, e-mail and other kinds of things from your telephone, the gray phone system simply doesn't support it. We'll be replacing our gray phone system with Voiceover IP, which is the newest technology to do telephony over the network rather than over dedicated lines. This will have the capability to generate a sensitive compartmented information (SCI) voicemail message in your e-mail box if you're not there when the phone rings.

The gray phone system is worldwide for the GDIP community, so all nine unified commands and service

centers will share it with us. We are putting in the capability to support up to 60,000 phones worldwide. It's a capability already being used in Baghdad and Afghanistan by U.S. Central Command, and we're marrying up with what they've done to the overall global architecture. So we'll have a global SCI IP phone system fully integrated with everything we do on the worldwide LAN. It will not replace STU III phones; it does replace the gray phone.

Same thing for desktop video teleconferences (VTC). We are going to put multi-control units (MCUs) in each of the five Regional Support Centers (RSC). We'll be able to support 4,000 desktop VTC systems using a \$2,500 box that will fit on your desk. It will allow for collaboration and it will be up to each of the DIA deputy directorate heads to decide how many they want above what they are programmed for. We currently use it for the morning "Hollywood Squares" meeting with the director as a test case for us. You will see the proliferation of those throughout the agency and to each of the five RSCs, so an analyst sitting in Baghdad will be able to sit on a desktop VTC and talk to analysts here in the DIAC in real time.

COMMUNIQUE: *How will the DoDIIS Trusted Workstation improve the operating environment for DIA and the intelligence community, and when will it be deployed?*

MR. PFLUEGER: The third hardware technology is the DoDIIS Trusted Workstation. We all know that we do all-source analysis with systems high, but we also do a lot of collaboration at other security levels. We talk to the warfighter on SIPRNet, we talk to our foreign partners on other networks like Stone Ghost and we probably have up to 15 or 20 bilateral circuits. If you look at the normal desk now in DI, you will probably see at least three, four or even more workstations so that analysts have multi-level connectivity and capabilities. What's really difficult – besides stuffing a lot of workstations under desks – is we have to put in a new Ethernet infrastructure to support LANs at each of those security levels. So, if 500 people need a new LAN in DI to communicate with the Multinational Force in Baghdad – which is a new security level – it would take me months and hundreds of thousands of dollars. It means 500 new workstations, new switches, new LANs, pulling things all through this building and, as you can imagine, the building only holds so many cables in the walls and in the runways. Eventually, we'd reach a state where you couldn't do another LAN.

The DoDIIS Trusted Workstation is one workstation on your desk, and it's actually quite small. The worksta-

tion itself is only about the size of a large dictionary. And, of course, you'd have a monitor as well. It only has one Gigabit Ethernet LAN that goes into the workstation, but down on the computer floor we have two different kinds of servers. Fundamentally, all of the LANs go into the one server, and then it comes up to the DoDIIS Trusted Workstation. So a DoDIIS Trusted Workstation in its biggest configuration worldwide has 14 different networks supported in a single box and single cabling to each office. It allows me to replace a lot of workstations with a single one, and allows us the agility to fight in whatever security domain we have to fight in. Due to security requirements, it does not include NIPRNet, but over time, it may.

It allows us to buy fewer workstations and spend money on needed tools, storage and data, and get away from the five workstations on each desk. It's currently deployed in Korea, at JICPAC in Hawaii, and I expect to have up to 5,000 in the DIAC over time. The first deployment here will be at the new DIA Logistics Operation Center (DLOC) in Landover, Md. We're putting about 200 there as the first test case. This will help us find out any limitations that may be specific to DIA. Since it requires Ethernet, all the LANs must be upgraded to support the application. And by the way, everything I've mentioned: Voiceover IP, desktop VTC and DoDIIS Trusted Workstations all require Ethernet; they do not run on the old ATM LAN.

COMMUNIQUE: *Please explain some of the software tools that DS is using and/or developing to improve DIA's information environment that manages the vast amounts of information?*

MR. PFLUEGER: No single tool will meet analysts' requirements, so we're looking at families of products and tools. There are tools that do entity extraction, which means they pull people or bits of information out of the data and store and highlight them for you. We're evaluating various tools that do that, but they'll ultimately be a set of tools that allow everything from labeling the data, to analyzing the data, to visualizing the data and to do predictive analysis work.

We have two different predictive analysis tools being used in the Battle Lab here on the 7th floor, and one had success aiding in identifying Yasser Arafat's successor. The tool itself does not do that; the software asks an analyst a series of questions and based on what the analyst thinks is the best answer, the software confirms if it's logical.

So we'll have a well-structured set of tools that allows analysts to do everything from GOLIAN to BAZIAN to knowledge discovery. That's all in the JITF-CT tool kit right now and we'll be deploying more in the first quarter of calendar year 2005.

COMMUNIQUE: *What do you feel are some significant contributions that DS has made during the past year to support DIA and the intelligence community?*

MR. PFLUEGER: I'm so impressed with the range of things DS does. I don't believe it is often appreciated, and I certainly didn't appreciate it as an outsider when I arrived 14 months ago. DS runs the HOCNET system, which is the connectivity to every embassy and consulate worldwide. I have folks working forward in the craziest places you've ever been: Sierra Leone and Sub Saharan Africa, to folks setting up HOCNET sites in Afghanistan and Baghdad. We set up and have operated the infrastructure for the Iraq Survey Group. We work hard with the Special Forces and Directorate for Human Intelligence (DH) folks forward, and we have ensured solid satellite communications forward to all JWICS VTCs that are coming out of Baghdad.

COMMUNIQUE: *Please discuss the Regional Service Center (RSC) concept and how it supports our defense intelligence customers.*

MR. PFLUEGER: In the pre-fall of the Soviet Union, a JICPAC in Hawaii supported operating plans for possible tensions/events in their geographic area, say North Korea or China. We were quite monolithic in the way we did our information technology then; the applications developed were focused on issues in each combatant command's area of responsibility and whether or not that development was duplicative. And the nine JICS or JACS were formed providing duplicative IT services in each of their regions.

Now with the Global War on Terrorism and the current threats, a terrorist could be in Singapore today, he could be in Pakistan tomorrow and then come to New York five days later. Or weapons of mass destruction could move across all of the unified commands, say from a weapons seller in North Korea to the Middle East.

That breaks down all of those geographic constructs with our combatant commands. Our enemies don't work along the geographical boundaries, so analysis cannot work across geographical boundaries either. An analyst

"...all of
our work is
focused on
them, our
customers."

at JICPAC may be worried about the same person that an analyst at CENTCOM worries about, and an analyst in DI or DH worries about. So the information management framework and information technology frameworks can no longer be monolithic; they must be worldwide, they must be an enterprise.

During the last year, we've worked at building that enterprise around five regional centers, one in Europe, one in Florida, one in Colorado Springs, one in Hawaii and one here in the Northeast (physically located in the DIAC.) These five regional centers are connected by high speed WAN connectivity that support all of the analysis that's occurring locally in those regions, yet connects through the data, Voiceover IP, desktop VTCs and other collaborative tools to enable the analytical process to happen worldwide. We also run all the IT for the 27 reserve centers, and they are a part of this enterprise.

One of the problems of intelligence analysis is that the data is not always shared. Within the GDIP and those data sources that Vice Adm. Jacoby controls and has influence over, we're trying to make it available commonly around the world so an analyst in the JAC can look at the same data that an analyst on the 5th floor of the DIAC can. So analysis becomes all-source brain power not single/multi-INT stovepipes. Collaborative tools allow analysts to share their thoughts where a collective piece can be generated, or maybe even a competing piece. But competition in analysis is alright as long as you both are working from the same

data sources; it's only bad when you know something because the source data was not shared.

So the five regional centers give everyone the same fundamental baseline infrastructure. No matter where you are in the enterprise, you can use the same e-mail address, user ID and password to use a uniform toolset across the all-source data set. So what does this mean by connecting all of the nine geographic unified commands of the GDIP infrastructure into a major enterprise? I think it means that analysis will be better, and our ability to go from day-to-day information, to knowledge, to actionable intelligence is something we can achieve over the next few years.

COMMUNIQUE: *Is there anything else you would like the DIA work force to know about you and DS?*

MR. PFLUEGER: I really want the DIA work force to know that we really do care about their information management needs; all of our work is focused on them, our customers. We do not view technology for technology sake. I know why I am here and all of my employees know why they are here – we are here to support the folks of DIA and we'll try to put those processes in place that make us more responsive to your needs.

Also, I continue to need good feedback. I need to know the areas where I can improve our support because and this is a team effort. We won't get better unless we do this together. So give me good requirements and I'll try to respond to them to provide a computing environment second to none. I welcome feedback to the e-mail account on JWICS at "DS 1 ON 1." 

“On-Demand Intelligence Support – Anytime,
Anywhere, Guaranteed!!”

DS Vision: To provide superior intelligence information services through global, affordable, and timely access to reliable and secure information for worldwide decision making and operations.

Civilian and Military Personnel Update



Retirements, Anniversaries, Promotions, School Graduations and Awards in November 2004

by Office for Human Resources, DAH

Civilian Retirements

Scott R. MacLeod, DT
John Mason Jr., DI
Richard P. Sentner, DH

Employees Celebrating 35 Years Federal Service

Sandra R. Baucum, IG
Addie L. Newman, AE
Phyllis D. Pappas, J2
Glenn E. Tarvin, DI

Employees Celebrating 30 Years Federal Service

Walter L. Barrows, DX
Deborah B. Harding, DI
Ronald L. Loy, DA

Employees Celebrating 25 Years Federal Service

Joanna M. Barton, J2
Bryan D. Craft, DI
Barbara J. Haynes, DX
Jack A. Martin, DH
Garry E. Moore, DI
Michael D. Shaffer, DS
Richard E. Snyder, DH
Bonita M. Watson, DA

Employees Celebrating 20 Years Federal Service

Luanne C. Brolly, FE
Bernice C. Butler, DS
Kathy A. Cordero, FE
Caroline T. D'Aguiar, DT
Joanne M. Stella, DS
Gary B. Thrasher, DI

Employees Celebrating 15 Years Federal Service

Fred L. Bocker, DI
Catherine E. Johnston, DI
Brian R. Leffel, DI
Deborah M. Moore, DI

Edward J. Nettles, DI
James A. Newsome, DI
Julie E. Precious, J2
Jennifer E. Theroux, DA
Teddy L. Yates, DI

Employees Celebrating 10 Years Federal Service

Christopher J. Albrycht, J2
Christopher J. Almont, DI
Paul E. Gabler, DI
Ronald E. James, DI
Robert E. Rhode III, DA

DIA Promotion to SL-00

Robin L. Farley, FE

DIA Promotions to GG-15

Lori T. Caldwell, DH
Susan L. Cottrol, DI
Robert M. Garrett, DI
Michel Johnson, DI
Paul L. Lago, DI
John P. Saxe, DT
Timothy J. Sheeran, DT
Robert S. Williams, DI
Michael D. Yelverton, DT

DIA Promotions to GG-14

James T. Abernethy Jr., DT
Brett W. Astmann, DS
David E. Barrow, DI
Richard M. Cappelli, DI
Evelyn G. Carter, DH
Darryl E. Dennis, TE
Vicentee G. Ferguson, DH
Keith G. Finan III, DI
Karrie S. Friedlander, DX
Johann P. Grimm, DI
Michael A. Halladay, DI
Elisa C. Hensz, J2
Lois A. King, TE
Robert P. Leonard, DA
Kathleen A. MacDonald, DI
David R. Macedonia, DI

Gary C. Nelson, DT
Robert D. Roesler, DI
Ray G. Roth, DI
Kenneth R. Sanders, DI
Diane K. Thome, DI
Thomas W. Van Wagner, DI
Michael P. Vaske, DT

DIA Promotions to GG-13

Thomas L. Adams III, DA
Peter K. Birmingham Jr., J2
Alison E. Bowder, J2
John P. Burgess III, DI
Christine A. Gregorio, DS
Terence W. Lapin, DA
Bettina H. McElwee, DA
Delmer G. Merrill Jr., TE
Jeanne B. Rhodes, DI
Dusty L. Ritter, DA
Katherine E. Weaver, DA
Trina D. Williams, DI

DIA Promotions to GG-12

Tiffany P. Beasley, DS
Robin M. Gray, GC
Crystal Q. Hart, FE
Charles P. Kalina, DI
Kimeko S. Langham, DI
Luis F. Rivera, DI
Maureen B. Shannon, DI
Matthew G. Soden, AE

DIA Promotions to GG-11

Colin E. Browne, DA
Jonathan A. Canedo, DI
Deborah A. Castiglioni, DA
Matthew L. Kaplowitz, DI
Antoinette W. Morris, DH
Monica Z. Thomas, DA

DIA Promotions to GG-10

Alexander P. Beal, DT
Jimmy L. Blackmon, DH
Jacqueline Carey, DS
Isa S. Daniel, DS

Melissa L. Hill, DI
 Takita Irving-Gray, DS
 Margaret E. Jones, DS
 Matthew A. Kucenski, DS
 Judy L. Landwing, DS
 Sonya C. Lee, FE
 Benjamin D. Loewy, DI
 George O. Lowe, DA
 Jennifer M. Mariner, DI
 LaAnna S. Mraz, DA
 Nermine H. Nakhla, J2
 Cherisse M. Rivera, DA
 Paul B. Thompson, DS

DIA Promotions to GG-09

Sara L. Coffman, DH
 Kelsey L. Erwin, DI
 Carmen J. Feliciano, DH
 Kathleen S. Flavin, DA
 Anne-Marie George, J2
 Michael D. Gibson, DI
 Richard D. Owoh, DA
 Edda E. Reichard, DH
 Melissa G. Singh, DI
 Luana S. Snoke, DT
 James T. Valentine, DA
 Natalie J. Zylstra, DI

DIA Promotions to GG-08

Lisa S. Couture, DH
 Simeon N. Sobers Jr., DA

Army Promotions

Sgt. 1st Class Lashield N. Evans
 LaShield, DH
 Staff Sgt. Eric E. Plantrich, DI
 Chief Warrant Officer Juan B. Santana,
 DH

Navy Promotions

Petty Officer 2nd Class Jermaine
 Armstrong, MC
 Petty Officer 2nd Class Daniel A.
 Briscoemason, DA
 Petty Officer 3rd Class Michael L.
 Bullock, DS
 Petty Officer 1st Class Daniel F. Cady, DH
 Petty Officer 2nd Class Raynier B.
 Camerino, DH
 Petty Officer 2nd Class Lakesha L.
 Jobe, OG
 Petty Officer 1st Class Gordon Miller, DS
 Petty Officer 1st Class Robert M.
 Shelton, DH

Petty Officer 2nd Class Robert L.
 Thomas, DA
 Petty Officer 1st Class Kimberly M.
 Voiles, DH
 Petty Officer 1st Class Daniel A.
 Zinnikas, JMAS

Personnel Awarded DIA Joint Military Awards for the 4th Quarter, FY 2004

Company Grade Officer:

1st Lt. Darrell M. Apilado, USAF, DS

Senior Enlisted Member:

Master Sgt. Elizabeth J. Melody,
 USAF, DS

Junior Enlisted Member:

Staff Sgt. Shannah C. Holmes,
 USAF, DS

Personnel Awarded DIA Military Service-Specific Awards

Army SNCO of the 4th Qtr:

Sgt. 1st Class Vera L. Freeman,
 USA, DS

Army NCO of the 3rd Qtr:

Staff Sgt. Stephanie D. Younger,
 USA, DA

Air Force SNCO of the 3rd Qtr:

Master Sgt. Elizabeth J. Melody,
 USAF, DS

Air Force NCO of the 3rd Qtr:

Tech. Sgt. Jeffrey A. Melton, USAF,
 DH

Navy Sr. Sailor of the 3rd Qtr:

Petty Officer Robert S. Hirsch,
 USN, DI

Navy Jr. Sailor of the 3rd Qtr:

Petty Officer Runel D. Nelson,
 USN, DS

Blue Jacket of the 3rd Qtr:

Seaman Michael L. Bullock,
 USN, DS



photo by Staff Sgt. Jera T. Stubblefield, USAF

Recipients of DIA's quarterly military awards are pictured at a ceremony held in the Tighe Auditorium.

DIA Welcomes New Hires

DIA Welcomes the Following Civilian and Military Personnel Who Arrived in November 2004



by Office for Human Resources, DAH

Civilian Hires

Adeel Ahmed, DI
Susan E. Avalos, DI
Cecilia K. Beasley, DS
Scott S. Bigelow, DI
Michael L. Billingsley, DH
Kevin C. Blackwell, MC
Willis D. Brice, AE
Loretta V. Brooks, DI
Charles W. Burdette, SM
Sarah K. Burnett, IG
Shannon R. Clark, J2
Carla D. Classick, DH
Robert H. Cohn, DI
Edwina D. Crable, DH
John L. Crespin, DH
Catherine S. Elbare, DA
Linda N. Eluma, DI
Mark T. Flanery, DI
Raymond G. Flores, DA
Elizabeth A. Fontenot, DH
Shawna L. Garner, DH
Michael G. Garrett, DA
Andrew L. Giacomini Jr., FE
Joseph C. Gladyszewski, J2
Lindy L. Gunderson, DA
Sandra A. Harris, DI
James A. Hawkins, DS
Bradley F. Herbert, FE
Robert L. Horner Jr., DH
Sharif M. Idris, DI
Sally S. Johns, DH
Erica A. Karolewski, J2
Christopher S. Kenney, DI
Brian A. Klein, DT
Christopher D. Knoth, DA
Michael Lansley, DS
Timothy W. Lindsey, DI
Arturs J. Lubavs, DI
Edward C. Lynch, J2
Dolan J. Malloy, J2



Jerome Martin, DS
Edacheril P. Mathew, DS
Myekca M. Matthews, J2
Sean P. McHugh, DI
Eric A. Merideth, DT
Jana B. Mills, DA
Beate M. Moss, DA
Sarah D. Mravec, J2
Angela R. Mullins, DI
Michael M. Normile, J2
Alan Ott, GC
George J. Pappas, FE
Frank A. Parrott, DA
Talline S. Parunyan, DA
Sunil V. Patel, DS
Leon N. Patton Jr., AE
Javier F. Perthone, DA
Ashlee A. Phillips, DI
Marilou Pierson, DH
Cherilyn Polhamus, DA
Jerry D. Pownall, OG
Humberto O. Ramirez, DA
Richard D. Rider, TE

Michael P. Riley, DI
Gerald W. Roller, DH
Forrest D. Rudisill, DH
Sandra A. Salvatori, DI
Patrick E. Sinaguinan, DI
Larry O. Spencer II, DS
Lynn A. Stafford, DH
Tara E. Swersie, DI
John A. Tartella, DS
Ryan B. Thomas, FE
William H. Thomas, AE
Laura J. Troxell, DH
Jeremy L. Turner, J2
Ann M. Willis, DI
Stephen C. Wood, DI

Active Duty Hires

Army

Spc. Richard Cebula, DS
Spc. Eligia Smith, DA

Navy

Petty Officer 2nd Class Kathryn
Wood, DA

Air Force

Master Sgt. Renell Anderson, DH
Brig. Gen. Ralph J. Jodice II, DH
1st Lt. Alejandro A. Rangel, DA

CSITP Celebrates its 26th Year

CSITP Supports the Intelligence Training Requirements of our International Allies and Friends

by L. Keith Roark, TE

Celebrating its 26th anniversary as a DIA program, the Combined Strategic Intelligence Training Program (CSITP) is a strategic-level U.S. intelligence training program designed to support the intelligence training requirements of our international allies and friends.

Since its establishment, the CSITP has provided a better understanding of the United States, the U.S. intelligence community, DIA and analytic processes to more than 1,145 international students – both military and defense civilian – from 96 countries. An additional and very important benefit of the CSITP is the professional relationships established between the international and U.S. students and the sponsors with whom they meet during the training program.

CSITP is a seven-week resident training program that combines classroom instruction with field trips and seminars to provide international students with both formal intelligence training and exposure to our country and the "American experience." The four weeks of formal classroom training consists of three U.S. intelligence courses: the one-week National Intelligence Course (NIC), the two-week Intelligence Analyst Course (IAC) and the one-week Intelligence Support to Multi-national Operations (ISMO) course. As these are U.S. courses; the student population is a combination of U.S. (including DIA employees) and international students.

Field trips attended by international students are designed with the overall goal of exposing the international student to American history, culture and our military. During week one of field trips, students visit local institutions that provide a perspective of the U.S. press, politics, business and agriculture. Week two of field trips takes students on a temporary duty outside Washington, D.C., for presentations and visits to military installations of all four services and various historical sites. The last week, known as seminar week, is highlighted by students giving presentations on their country, a staff ride to the Gettysburg battlefield, a Pentagon tour and a visit with DIA Director Vice Adm. L.E. Jacoby.

CSITP alumni are encouraged to keep in touch with the CSITP office, and many take the time to provide information on their career progression. In addition,



CSITP class visits Air Combat Command, Langley Air Force Base, Va.

there is an ongoing effort to keep track of alumni as they advance in their careers. While probably incomplete, current information indicates at least 50 alumni have attained flag or general officer rank, or the civilian equivalent. This number validates the opinion that students selected to attend the CSITP generally represent the military and civilian elite of each country, and that many countries view the CSITP as a desirable prerequisite for critical senior-level positions. One hundred-eight countries are currently eligible to send students, and the demand for this program from the international community continues to grow.

An extremely important part of the CSITP is the sponsor program. The sponsor program is a voluntary program whose goal is to provide each international student at least two U.S. sponsors to enhance and enrich the student's American experience during their seven-week stay. This is done through mutually agreeable activities after work and/or on the weekend. New sponsors are always needed and most welcome to join in the experience. If you would like more information on the CSITP or the sponsor program, contact the CSITP office at (202) 231-3360 for more details. 

DS Transformation

DS Transformation Efforts Improve and Enhance Customer Service and Support Within the DoDIIS Community

by Keith A. Ragsdale, DS

The Directorate for Information Management and Chief Information Officer (DS) embarked on the road to transformation more than two years ago in September 2002 to improve and enhance customer service and support within the Department of Defense Intelligence Information System (DoDIIS) community. DS revamped antiquated business processes and procedures and introduced new technologies and applications.

Initially beginning as a DS-SY group effort, the transformation was expanded in September 2003 to encompass the entire DS organization. To assist in its endeavor, DS acquired the services of Accenture, a leading transformation consultant with deep industry and business process expertise.

With Accenture's assistance, DS has:

- Reorganized its organizational structure and redesigned internal business processes and procedures to eliminate inefficiencies and streamline operations. One significant change is the process in which new DIA employees receive systems access. Thanks to the efforts of DS-SY, new hires are now issued their basic user IDs and passwords (eZHR, JWICS and NIPRnet) when they in-process with the agency, as opposed to waiting 1-2 weeks to gain access.
- Introduced new applications, tools and hardware such as Siebel to manage action requests and information technology requirements, Microsoft's Enterprise Project Manager to enable DS project managers to better track and manage projects and Siebel Analytics to track system performance and customer service.
- Established metrics through the use of Siebel Analytics that enables DS to monitor both systems performance and customer service — a brand new initiative for DS.

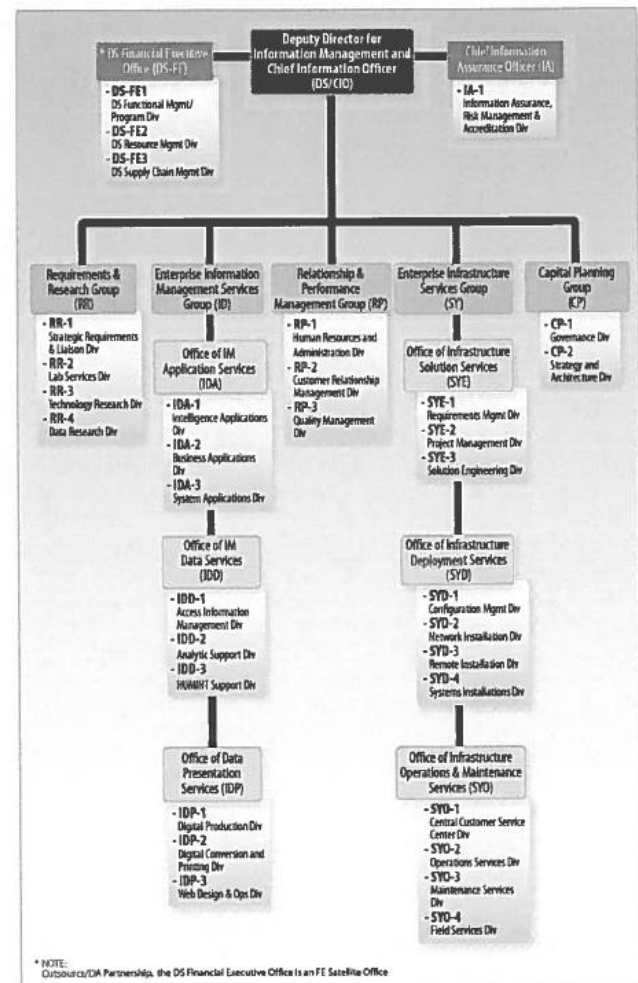
Official agency approval of the DS transformation was approved Oct. 17. Understandably, DS is, and for some time will be, experiencing growing pains as it implements its transformation efforts.

One of its most prominent issues has been the move from Remedy to Siebel for submitting and tracking IT requirements. DS realizes that this transition has not been easy on many of its customers. For some, Siebel is not a user-friendly application to learn, and for others, the new IT requirements process may not always be crystal clear. But, please know, DS is working to fine-tune its IT

requirements process to rectify process and procedural issues and is ready to assist you with defining and processing your requirements.

Siebel is an industry leading application for managing IT requirements, and DS truly believes that once it can work through the bugs, Siebel will provide a far greater capability than Remedy.

The DIA work force has shown great patience and a great willingness to work with DS on these issues. We truly appreciate your efforts, and ask for your continued patience as we enhance our support capabilities for your IT requirements.



Jack of All Trades, Master of One

A Sign-Language Interpreter Shares What it Takes to Serve a Dynamic Community of Deaf and Hard-of-Hearing Employees

by Shaun W. Tray, MD

What does the schedule look like today?

0730 - Meeting: fiscal year 2006 program build and FY 2005 reconciliation reports for Office of the Chief Financial Executive
0900 - Interview: Office of the Inspector General audit
1030 - Analysts' research tool demo
1115 - Quick lunch
1130 - Diabetes awareness presentation in Tighe Auditorium
1300 - Directorate for Administration all-hands
1430 - Iraqi Survey Group working group

Tomorrow has an all-day eZHR training; the day after can't be put in print. Next week starts a rotation through the Joint Intelligence Task Force for Combating Terrorism. And so it goes for a DIA sign-language interpreter.

DIA has a dynamic group of deaf and hard-of-hearing employees who work in myriad professions in various directorates. Keeping up with them is a full-time job — actually four full-time jobs and then some. The Diversity Management and Equal Opportunity Office (MD) employs three interpreters and an interpreting services manager who strive to keep up

with the demand. As necessary, MD calls on contract interpreters, as well.

To master the sign-language interpreting craft, interpreters have become Jacks of All Trades. It's an odd position to be an outsider and yet be an integral component of communication. Interpreters are regarded as everything from a blessing to a necessary evil — from a resource to a hassle. For the most part, however, interpreters seem to intrigue people.

Below are questions that are often asked by others.

Q: What else do you do? Is this really your job?

A: While interpreters have additional duties to support MD goals, our primary function is to provide reasonable accommodation for deaf or hard-of-hearing employees. Some deaf employees need full-time interpreting services while others request interpreters only for meetings or training. Interpreters are trained, educated and bound by professional ethics. We are affiliated with the Registry of Interpreters for the Deaf, the National Association of the Deaf and other certifying organizations.

Q: Did you have to go to school for that?

A: Most sign-language interpreters are formally educated. The field is young, and many who came into the profession early did so through the school of hard knocks. Like computer programming careers, interpreting has evolved with research advancements in the field, curriculum for training new professionals and increased expectations for their service. Few people would have successful careers as interpreters without continuing education.

Q: Is it hard to learn?

A: American Sign Language (ASL) is as easy or difficult as any language to learn. It depends on your aptitude. Keep in mind, however, the quantum leap from "My name is..." to discussing the science behind measurement and signature intelligence technology or the religious beliefs of Middle East insurgents.

Interpreting is a different story, though. I once challenged a friend to try it. He wouldn't interpret from one language to another; he substituted my words. For example, if I say "I live in a big house," he might come up with "The home where I reside is large." He quit within a few utterances; it proved too frustrating.

Bilingualism is only one prerequisite for interpreting. The mental processes for changing one language to another are complicated, and interpreters need to "talk" like the subject-matter-experts – both hearing and deaf.

Q: Is sign language universal?

A: No. Not only are sign languages unique the world over, but each has dialects and accents. It's interesting, too, that not all deaf people use ASL when they sign.

Q: Is it hard to understand all the acronyms?

A: "I want to know about the EO as it relates to CI." Is that the executive order as it relates to counterintelligence, the electro-optical spectrum as it relates to commercial imagery or the engineering order as it relates to communication infrastructure? It depends on where I'm standing in the building.

Acronyms are problematic, but no worse than names or other inside office knowledge. Everyone in the office knows Sgt. Smith and Lt. Jones. I don't, though, and ASL uses gender-neutral pronouns. English requires a "he" or "she," and I have caused several linguistic sex changes when I thought I knew who the deaf employee was talking about.

Q: Do you have to be cleared for that job?

A: MD interpreters are all blue-badge employees. We went through the same background investigation as everyone else. Beyond that, our need to know goes as far as that of our clients. Always remember, the interpreter is not covered by an umbrella of clearance based on other personnel.

Q: Do you get credit for being in classes?

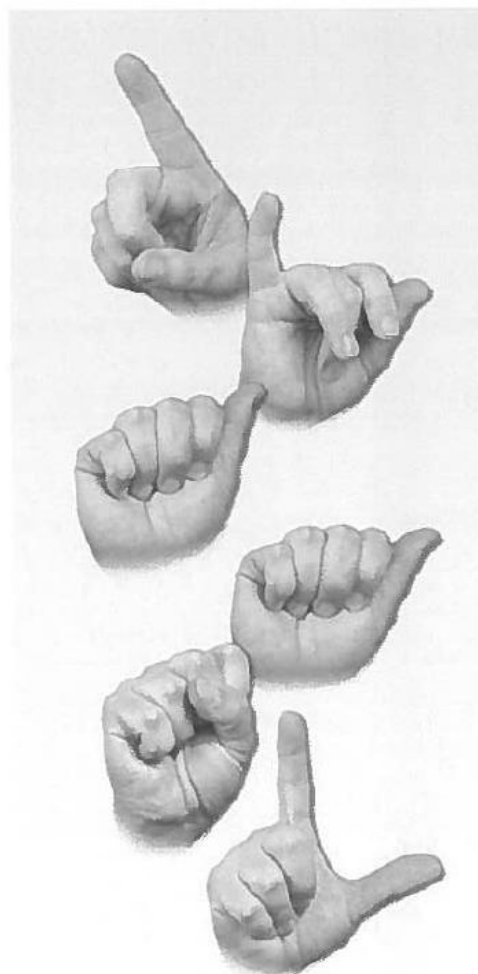
A: We wish! We are the best trained, least credentialed people you will run across in DIA. Interpreting for training courses is a large part of our workload. We are generally not registered participants in the class, however, so we don't receive credit for attending.

Q: Should I talk to you?

A: While interpreting, the interpreter is a participant in the communication event. Still, we try to create the illusion that we're not involved. For example, we use first-person pronouns. The goal is to remind the hearing and deaf participants that they are interacting with one another. That illusion is lost when people say, "Tell him...."

Sign-language interpreters maintain a specific role in the interpretation, or risk confusion. Often, people who have not worked with interpreters before feel compelled to follow the voice. If you interact with us directly, we'll subtly redirect you. If I start to speak for myself in first person after interpreting for a deaf employee in first person, the hearing clients are left wondering which of two people referred to as "I" made the comment. The same is true interpreting from voice to sign.

We're busy folks, no doubt. When we're not interpreting, though, we're friendly people available to chat and ready to eat the food someone brought in to your office. 🌐



USSTRATCOM & DIA: Forging New Frontiers

DIA as a Key Partner in STRATCOM's Newly Assigned Mission Sets and Business Processes

by Daniel J. Dawson, DX

Change has become a part of our lives in the intelligence community and in the Department of Defense, and will remain a central theme for intelligence professionals in the coming months. There is no better place to observe and be a part of these changes than at the United States Strategic Command (USSTRATCOM).

Missions and command focus have changed drastically during the past two years. While serving as the Directorate for Analysis (DI) representative at USSTRATCOM from 1998-2000, USSTRATCOM was a command with a Cold War mission that was rapidly losing stature. With the fall of the Soviet Union, strategic nuclear planning had lost its importance and the command was trying to find its place in the post-Cold War world.

In 2003 I returned to USSTRATCOM as the senior command representative to find a place that had drastically changed its focus. Gone were the days where this command exclusively planned for global nuclear war. While nuclear planning remains a part of the command's mission set, USSTRATCOM is now focused on the missions assigned to it in 2002 by Secretary of Defense Donald Rumsfeld. The newly assigned missions of Global Strike; integrated ballistic missile defense; information operations; world space forces; and integrated command, control, communications, computers, intelligence, surveillance and reconnaissance now dominate its landscape.

To effectively execute all of its newly assigned missions, USSTRATCOM has had to completely rethink everything from command organization to business processes. Even its relationships with intelligence agencies such as DIA have had to quickly evolve.



DISO-USSTRATCOM members (L-R) Dan Dawson and Rich Yarnell work with Nancy Rogers (JWS) and Tom Flamminio to support USSTRATCOM's newly assigned missions.

This fast-paced, rapidly changing command is what I walked into 16 months ago. The new USSTRATCOM Commander, Gen. James E. Cartwright, knows that the litany of newly assigned missions is far more than any "one" organization can handle by itself. Thus, he is determined to leverage pockets of expertise within the department for the command's mission areas. Cartwright is rapidly identifying partners with relevant expertise and experience to share the load and help USSTRATCOM operationalize its newly assigned missions.

Cartwright's initiatives have quickly changed the scope and focus of the Defense Intelligence Support Office (DISO) at USSTRATCOM. The DISO – which includes a senior command representative, a human intelligence support element chief (Jim Smith), a DI representative (Tom Flamminio), two measurement and signature intelligence liaison officers (Fitzroy Mitchell and Al Richards) and an administrative assistant (Deborah Wilkinson) – provides USSTRATCOM with

focused, tailored support that touches on all aspects of the command's intelligence functions and needs.

The DISO has had to continually shift and modify its focus and functions to support the command's evolving missions and business processes. This office has become involved in projects and supports the command in ways never before considered. DIA, led by the Directorate for MASINT and Technical Collection's Office for Collection Management, and USSTRATCOM are together creating a partnership that will tackle global intelligence, surveillance and reconnaissance for the community in a completely new way.

DIA has partnered with USSTRATCOM to develop new relationships and business processes to focus the defense intelligence community to better support national ballistic missile defense. Our agency has also

entered into partnerships with USSTRATCOM on a series of technical collection efforts and has developed analytic relationships for terrorism issues, global situational awareness, conventional targeting, space issues and information operations.

USSTRATCOM's global focus has required the DISO and DIA to develop innovative solutions to new intelligence support needs. During the next several years, the DISO team here at USSTRATCOM will continue to be challenged to help DIA build new intelligence relationships to support the command as its structures and business processes evolve.

USSTRATCOM will continue to count on DIA as a key partner and lynchpin in its evolution and the DISO here at USSTRATCOM will remain a key cog in that effort. 🌐





Modernizing JWICS Capabilities

Modifications to JWICS Capabilities and Operations Ensure the Availability of Interoperable TS/SCI Communications

by Keith A. Ragsdale, DS

The Directorate for Information Management and Chief Information Officer (DS) made a number of modifications to the Joint Worldwide Intelligence Communications System (JWICS) to enhance and modernize JWICS capabilities and operations. These enhancements ensure the availability of secure, assured, efficient and interoperable high-speed top secret, sensitive compartmented information (TS/SCI) communications for data; multimedia collaboration on a global basis and that JWICS is readily expandable to meet future requirements without additional infrastructure.

In 2004, JWICS enhanced capabilities:

- Moved from a circuit-switched network to an asynchronous transfer mode-based network to take advantage of new technology and increased bandwidth capabilities.
- Made current video teleconferencing (VTC) suites Internet protocol compatible, eliminating the need to dedicate bandwidth to video.
- Deployed intrusion detection sensors that provide automated updates with enhanced cyber attack sensing and warning capabilities, which resulted in the Information Assurance Protection Center deploying 44 percent more sensors throughout the enterprise than just two years ago.
- Implemented system security patches, thereby mitigating high-risk vulnerabilities to our SCI enterprise.

To implement commercial state-of-the-practice information technology, DS is also undertaking several additional key initiatives to enhance JWICS capabilities.

- Voiceover IP technology (VoIP): is a combination of hardware and software that enables the ability to use the Internet as a transmission medium to make telephone calls by taking analog audio signals, like those you hear when you talk on the phone and converting them into digital data packets that can be transmitted over the Internet. DS is diligently working the acquisition of VoIP technology for use and deployment within

the Department of Defense Intelligence Information Systems (DoDIIS) community, and plans to use VoIP to create a TS/SCI voice capability that will interface with the National Security Agency grey phone system, eventually replacing the existing grey phone system within DIA.

- DoDIIS Trusted Workstation (DTW): is a solution that will eliminate the need for multiple computer systems on the desktop. The DTW comprises a Sun Ray thin client that provides the capability to access and move data and information to-and-from multiple secure networks of different classifications from one system, with only one connection at the desktop.

Because the applications, data and operating system reside on the server, the DTW requires no administration from the desktop. In addition, a user's session is hosted and maintained on the server, which, with the use of a smartcard reader, enables the user to move from one DTW to another (i.e. move to another physical location – around the world if necessary), by removing his smartcard from one machine and inserting it into another, and accessing the same session exactly where he left off.

- Global Information Grid – Bandwidth Expansion (GIG-BE): is a Department of Defense-wide initiative in which DIA/DS is a primary player, aimed at interconnecting 92 DoD and intelligence sites worldwide with virtually unlimited bandwidth through a state-of-the-art synchronous optical network enabling worldwide net-centric operations. DS will have the responsibility for monitoring and managing the SCI portion of the GIG-BE and is working with the Defense Information Systems Agency (DISA) to build a GIG-BE transition plan for JWICS. We anticipate that GIG-BE will be able to accept SCI information by spring 2005.

- Desktop video teleconferencing (VTC) capability: The JWICS Project Management Office is also in the throws of acquiring desktop VTC capability to provide users the convenience of conducting VTCs from their desktops. 

Training Dogs So Others Succeed

Assistance-Dog-in-Training Program Lays Groundwork for Helping People with Disabilities



by Brian F. Magana, DI

A six-month-old male black Labrador Retriever named Jackson spent the day at work with me in the DIAC on Oct. 13.

My wife, Michele, and I are raising Jackson to become an assistance dog for a person with a physical disability. The types of duties Jackson is expected to perform in the future include retrieving out-of-reach items, opening doors and cabinets, assisting with undressing, carrying objects and operating light switches. Once he's permanently with an owner who has a disability, Jackson will accompany that person everywhere. As a result, it's important to expose him to many different environments while he's young so he is well-equipped to handle varying situations.

My wife works closely with people who have disabilities, and has seen service dogs at several meetings and events. After seeing several service dogs at the Department of Transportation, Michele convinced me that we should train a puppy for an assistance dog organization. We contacted Blue Ridge Assistance Dogs (BRAD), www.blueridgeassistedogs.com and we submitted an application to become puppy raisers.

Once BRAD approved us, Jackson was placed with us full-time. Since then, he has visited a variety of stores and restaurants, and he attends weekly training classes held in diverse settings. New commands are being added to Jackson's repertoire as he matures, and he will undergo continuous testing of his health and temperament. As long as he continues to progress, he will be matched with the person he's going to assist in about a year. At that point,

he will leave our household and enter an intensive six-month program to finalize training that targets the specific needs of his owner.

Prior to Jackson's visit to the DIAC, I received approval from the building manager, DIA security and the Diversity Management and Equal Opportunity Office. The Directorate for Analysis' Joint Warfare Support office where I work, along with my co-workers, were all very supportive of Jackson being exposed to our work environment. During Jackson's first day at the DIAC, he attended two meetings and accompanied me around the office. Jackson was calm and handled himself well, and I plan to bring him back in the future for additional exposure to the office environment.

In light of Jackson's future, it was appropriate for him to make his first trip to the DIAC during National Disability Employment Awareness Month. "You're Hired! Success Knows No Limitations" was this year's theme. Without a doubt, Jackson will soon be hired and will help others to succeed. 🐾



photo by Clay Youmans

Above - Jackson relaxes on DIA rug.

Right - Charles Rolen, Chief, JWS-3; and Brian Magana, JWS-3.

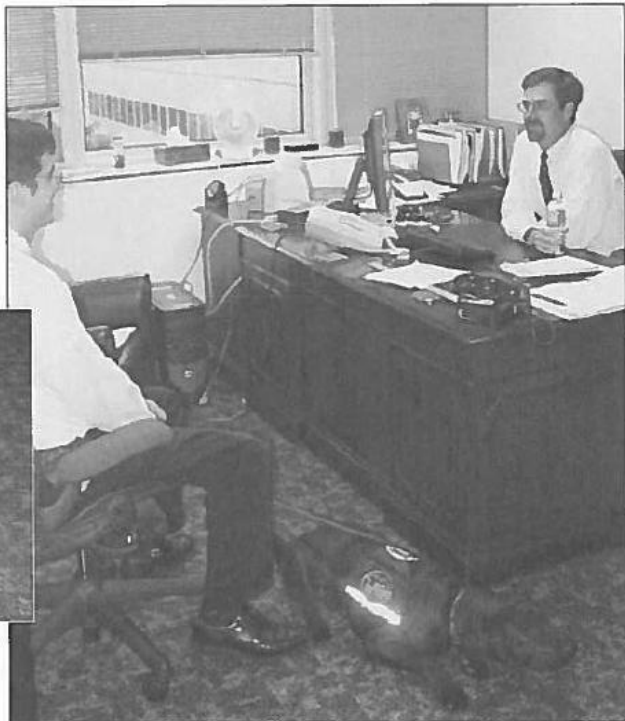


photo by Clay Youmans

FE Flexes Muscle at Budget Boot Camp

Budget Boot Camps Help Employees Successfully Participate in the DIA Fiscal Cycle

by Mandy E. Mader, FE

At the beginning of fiscal year 2005, DIA's Chief Financial Executive (FE) launched the first in a series of "Budget Boot Camps," designed to educate the general DIA population on how to successfully participate in various phases of the DIA fiscal cycle. The Program and Budget Office within FE, in conjunction with the Acquisition Policy and Program Management Office within the office of Acquisition Executive (AE), presented four sessions in October that highlighted key dates in the fiscal cycle, along with how to plan an acquisition.

The first sessions, held at the DIAC and Pentagon locations, focused on:

- Acquisition strategy and gaining a better understanding of the process.
- What to know about federal appropriation guidelines.

- Recognizing key dates throughout the year and how to prepare for those milestones.

- Learning what the line of accounting really means, how it changes and how it affects financial administration.

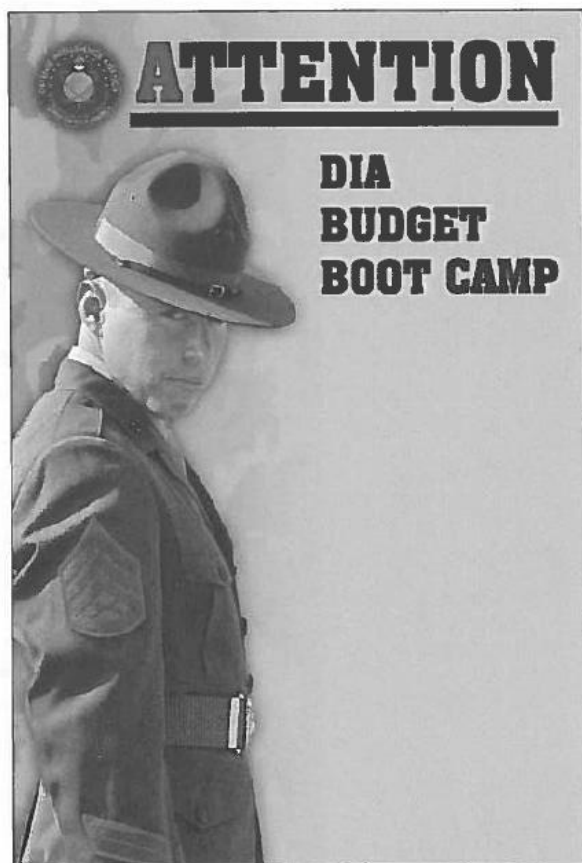
Ellen Ardrey (FE) opened the training by explaining the budget line of accounting (LOA) and how the information within it is derived. She explained the importance of understanding the LOA elements such as how the line of accounting affects all financial transactions and how sections of the code can change from year to year. Ardrey also presented a budget timeline with key dates and milestones occurring throughout the fiscal year.

Paul Gonzales presented the differences in federal appropriation types and gave guidance on the rules and conditions under which these funds may be used. Ken Sherwood (AE) and Jim Dashiell (AE) focused on the importance of acquisition planning in the procurement lifecycle. Sherwood and Dashiell also presented the new Acquisition Executive Transformation Plan and the scheduled implementation.

The sessions were well attended. More than 120 employees took part, and post-boot camp reactions have been extremely positive.

So let's shape up those program management skills. Put some muscle behind your acquisition planning. Triumph over budget cycle deadlines. Join us for a series of seminars that focus on what you need to know right now to meet your program's financial requirements. Future sessions are planned and will coincide with major budget activities during the remainder of the fiscal year, such as planning and programming, mid-year execution and unfunded requirements (UFRs), acquisition planning and end-of-year closeout. These seminars are open to anyone who plays a role in financial management aspects of a program.

Dates and times will be announced and posted on the DIA Internal Communications Web page. Those who are interested must register through the DIA course directory in eZHR (course # 006680). 



Year of Languages

Foreign Language Proficiency is a Critical Factor in DIA's Collection and Analysis Missions



by Fred S. Runo, DH

The United States Senate recently designated 2005 as the year of languages (YOL), to emphasize the promotion and expansion of foreign language study in elementary schools, secondary schools, institutions of higher learning, businesses and government programs.

The YOL promises to be an exhilarating exercise for educators and linguists across the country. Its goal is to promote the idea that every American should develop proficiency not only in English, but in other languages as well.

The American Council on the Teaching of Foreign Languages (ACTFL) is the lead for the YOL initiative. This is an opportunity to focus America's attention on the academic, social and economic benefits of studying other languages and cultures from around the world. The YOL will seek to positively influence the full range of national language curriculum in U.S. schools and communities.

Government officials at the federal, state and local levels, school administrators, classroom teachers, the ACTFL and its affiliate organizations will join together to build greater public awareness of other languages and cultures by developing and coordinating a comprehensive schedule of events and activities across the country.

The YOL is meant to be a continuing effort that will generate scores of activities that will take place on an annual basis in the United States. An expanded international exchange is a YOL priority. Students and adults are encouraged to take part in virtual exchanges between students, scholars and professionals of the U.S. and other countries. An ongoing list of activities will be announced on a web site devoted to the YOL that will be hosted by the ACTFL and other collaborating organizations. Their website can be found at: <http://www.yearoflanguages.org>.

DIA has undertaken a number of initiatives to increase availability of personnel with expertise in investment languages and regions and to integrate

“Foreign language skills and area expertise directly support every foreign intelligence discipline and are critical enablers for information superiority and force protection...”

Deputy Secretary of Defense,
Defense Foreign Language Program Requirements
– November 5, 2001

language capability needs into operational planning and operational units.

DIA applauds the efforts of the Senate and ACTFL to raise awareness of the value of foreign languages. Throughout the year DIA participates in a number of Department of Defense and intelligence community action panels and provides funding through several programs to encourage the acquisition, maintenance and enhancement of foreign language skills.

For information about DIA's foreign language training, contact Fred Runo, DIA foreign language program manager, at 703-907-1809. 

My Tour of Duty with the ISG

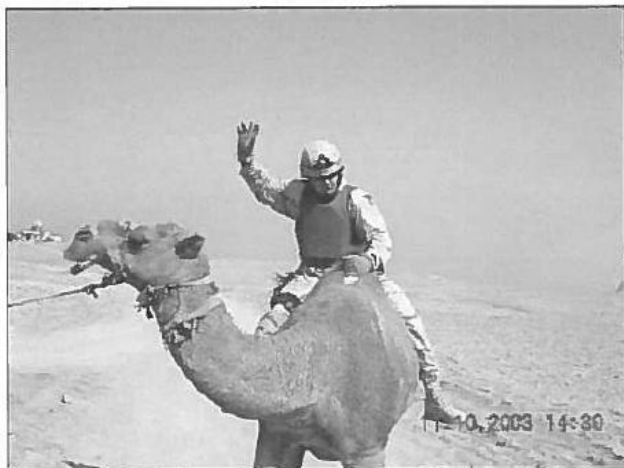
The Former Chief of Operations for the Iraq Survey Group Shares His Experience of Life in Baghdad

by Pierre A. Joly, DH

It was with great anticipation that I preceded to Baghdad in December 2003 to assume the position of chief of operations for the Iraq Survey Group (ISG). Being fluent in Arabic, I had been involved in the Middle East since 1979, yet Baghdad, due to its closed society and dictatorship, had always been a real challenge. I was looking forward to working in a country that had been historically inimical to the United States.

The ISG Mission

The ISG is not your typical combat intelligence field element. Under the military command of Maj. Gen.



Top - The ISG Cavalry is coming! (soldier unknown)

Bottom - The former Baath Party convention center on Camp Slayer.

Keith Dayton, USA, who was serving as DIA's Deputy Director for Human Intelligence at the time, the ISG became a unique blend of collection, analytic and force maneuver assets. The ISG focus is to conduct the ongoing weapons of mass destruction (WMD) investigation along with performing additional tasks that included counterterrorism and the search for Capt. Scott Speicher, a U.S. Navy pilot who was shot down in 1991 during Desert Storm.

The ISG has functional experts in Iraqi WMD from a variety of U.S. government organizations, as well as from the United Kingdom and Australia, who gather and analyze data to develop an understanding of Iraq's WMD program and to plan for further collection. The ISG is also made up of dedicated linguists and debriefers for the "high value detainees," along with collector-analyst teams who obtain valuable information from these sources, and collection teams to help develop contacts with access to Iraq's previous WMD infrastructure and to develop information on other priority intelligence requirements. In the ISG, analysis drives collection, very much in keeping with Vice Adm. Jacoby's vision for a symbiotic relationship between the two disciplines.

Two mobile laboratories, capable of analyzing suspected WMD related materials, are used to confirm or challenge each other's findings. Some of the materials analyzed included nerve agent rounds, mustard gas shells and a wide array of dangerous chemicals. There is also a team on-call to handle unexploded ordnance, to include the odd dud that landed in the compound during some of our intermittent shelling at the hands of the insurgents.

National Geospatial-Intelligence Agency and National Security Agency officers contribute significantly to the ISG mission by providing specialized support and products to our collection and analytical missions. Their technical contributions are nothing short of spectacular, providing critical force protection information that in some cases saved lives.

The ISG has two major document exploitation efforts ongoing in theater that scanned, triaged, translated and

summarized information of the highest priority as a result of combat operations and other ongoing seizures. This has been a Herculean task, with more than 37 million pages of text being processed to date and many more boxes of materials are being located and received.

Mission Execution

With such a robust and dedicated capability, one would have expected the ISG to quickly resolve the challenges posed by determining what had truly happened to Iraq's WMD programs. Not that easy; there were and still are many obstacles ahead of the ISG.

The Iraqi people are not forthcoming, having lived under one of the worst dictators and regimes in the world known to exact some of the harshest consequences for speaking out, let alone for revealing state secrets. If Iraqis cooperated with the ISG, they feared their families would be in danger. The detainees count on reprisals when eventually released, and worry that any of their testimony would be used against them in court if and when prosecuted by the new Iraqi government. Under these circumstances, most Iraqis choose to avoid the risks and not provide us with the jewels of the kingdom.

Many of the sites the ISG inspected had already been looted or destroyed. The insurgency kicked off right around my arrival in December 2003, and this posed an ever-increasing risk and hardship to our operations. It became extremely dangerous to travel to inspection sites. We were forced to acquire armored cars and provide force protection packages to our teams as they went about their business in the Iraqi cities, towns and countryside. These missions constituted a very dangerous activity, particularly in the spring of 2004 at the height of attacks against the coalition. Our teams were often shot at, resulting in two deaths and some serious injuries. We lost several of our armored cars, which made our missions even more difficult. Despite the heavy risks involved, we planned and conducted



Pierre Jolly volunteers to dress as Santa Claus for members of the Iraq Survey Group.

hundreds of missions. However, the dangerous operating environment continues to impede the ISG mission today. Two additional members just lost their lives at the hands of a suicide car bomber right outside the ISG compound.

The ISG Family

Dayton is an outstanding leader who took care of the men and women assigned to his command. He ensured that all were housed, properly fed and were well-protected against hostile action. Dayton also ensured that the detainees placed in the charge of the Military Police unit supporting the ISG were equally housed, fed and well-protected.

Another person near and dear to the men and women of the ISG was Mrs. Dayton. She regularly sent care packages with popcorn, sweets and comfort items for the troops. On one occasion, she learned that her neighbor, Chairman of the Joint Chiefs of Staff, Gen. Richard Myers, was planning a trip to visit the ISG. She asked Myers to bring something along for her husband and he agreed. Myers arrived in Baghdad with 30 dozen Krispy Kreme doughnuts! Needless to say, the chairman was warmly received, though he noted he was not sure whether the good cheer was related to his visit or the doughnuts. We assured him it was both.

The quality of the ISG support staff was impressive, due in large part to the efforts of our former Chief of Staff, retired Col. Bob Adams, USAF. Adams pulled together a team of security specialists, logisticians, communications and IT experts, housing and food preparation professionals.

Living the ISG Life

Housing was considered some of the best in the area. To this day, Adams' contributions have been

memorialized by naming one of the trailer neighborhoods "Adams' Acres." Along with good housing, the gym was a welcome relief for many who wanted to engage in a stress relief exercise program. Treadmills, weight machines and towels were all readily available to ensure good work outs.

The ISG has one of the best mess halls in Iraq. The food was plentiful and varied. For special occasions, the mess hall staff would decorate the facility, make special meals and even arrange a display of ice carvings over the holidays. It made missing Christmas with your loved ones a little bit easier.

While spending the Christmas holidays in Baghdad, Mrs. Dayton wanted to ensure we had a special holiday. She sent a full Santa Claus outfit, along with more than two hundred small Christmas presents, comfort items, hard-to-find toiletries, books, magazines, etc. It turns out that it was a Dayton family tradition that he play Santa Claus for his children, but not this time. While I never played Santa before, I'd never been to Baghdad either, so I volunteered. A great time was had by all – although I doubt if you'll ever see Santa packing a 9-millimeter.

Team Effort

During my 6 months deployment, it became apparent that our accomplishments were a direct result of the hard work of hundreds of individuals from Australia, the United Kingdom and America: soldiers, analysts, collectors and support personnel. We could not have existed without the support provided by the people in DIA's Directorate for Analysis, Directorate for Information Management & Chief Information Officer and Directorate for MASINT & Technical Collection, who responded to our many requests. And much credit should be extended to the operational desk officers in Clarendon who quickly facilitated operational coordination and efficiently fielded the many questions coming in on what the ISG was, and is, doing.

The ISG of the Future

The ISG model of combining collectors, analysts and collection managers into one cohesive, effective entity is the future of the intelligence community; combatant commanders will expect nothing less. DIA wisely recognized the efficiency and sheer power of such a synergetic construct, particularly in time of conflict. The ISG model is the ultimate intelligence search engine. 🌐



Maj. Gen. Keith Dayton is recognized by the Honorable Stephen Cambone for his distinguished support to the Iraq Survey Group.

34th Annual Honorary Awards Ceremony

DIA Honored Employees for their Outstanding Performance of Duty and Exemplary Service



by Communiqué Staff, DXP

Vice Adm. L.E. Jacoby, USN, hosted the agency's 34th annual honorary awards ceremony in DIA's Defense Intelligence Analysis Center Nov. 9, to honor employees for their outstanding performance of duty and exemplary service. Jacoby recognized the following agency employees and teams:

DIA Award for Exceptional Civilian Service:

Jason S. Banaszak, DI
Debra F. Bearman, DA
William E. Boisseree, DI
Fred L. Bocker, DI
Rachel B. Carrig, FE
Kevin V. Culhane, DH
John S. Gore, DI
Janice C. Gould, DX
Susan D. Jaxel, DS
Deborah A. Johnson-Harris, DS
Brian M. Long, DH
Karyn L. McCubbin, DA
Jeanette M. McKenna, DA
Denise M. Peters, DA
Sterlin A. Powell, DI
Nicole V. Sponaugle, DI
Jessica M. Steinruck, MC
Bruce E. Weigle, J2
Kolleen A. Yacoub, DH
Anna T. Zakarija, DX

Annual Military Achievement Awards:

Company Grade Office of the Year

1st Lt. Darrell M. Apilado, USAF, DS

Senior Enlisted Person of the Year

Master Sgt. Douglas C. Anderson, USAF, DH

Junior Enlisted Person of the Year

Staff Sgt. Truman C. Speece, USAF, DH

Lt. Samuel Young Protective Services Officer of the Year:

Officer Brent C. Travers, DA



Recipients of the DIA award for exceptional civilian service were recognized in a ceremony in the Tighe Auditorium Nov. 9.

DIA Outstanding Employee With a Disability:

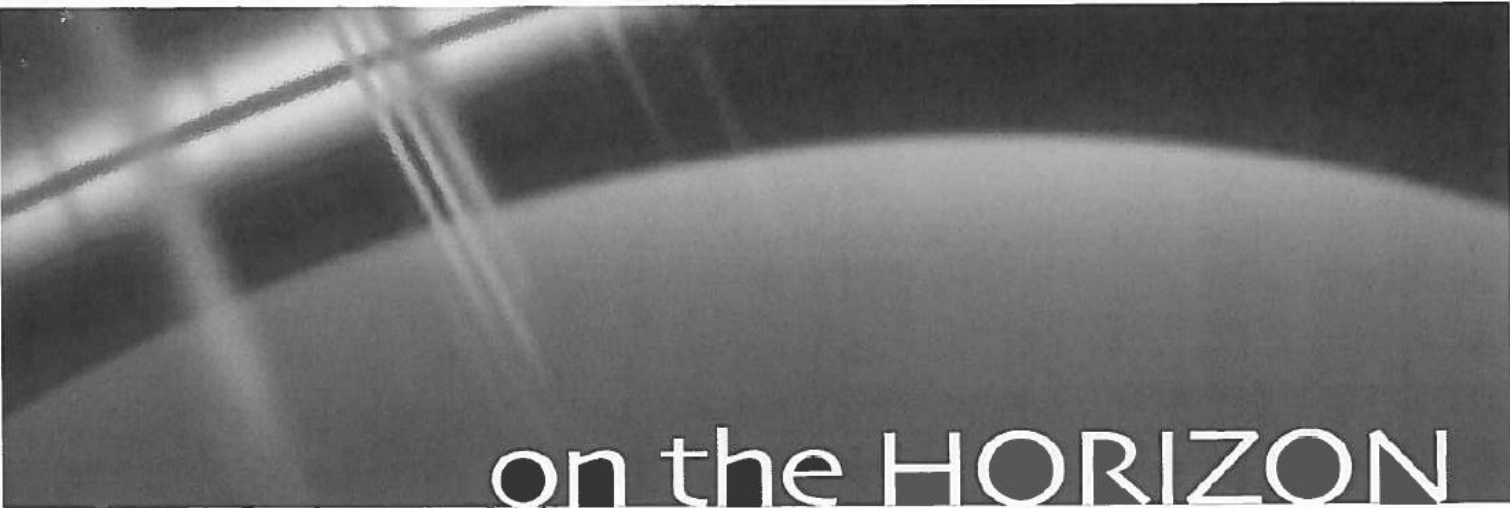
Robert A. Zuber, DS

Diversity Management Awards:

Jerry E. Jackson, DS
Cynthia H. Riquelme, DA
Lt. Col. Che V. Russell, USAF, MC

Director's Annual Agency Team Awards:

Afghanistan Division, DI
Defense Intelligence Resources Management Office, FE
Detachment Afghanistan, DI
Detachment Baghdad, DH
DIA Polygraph Branch, DA
Field Operating Base Europe, Detachment Stuttgart, DH
J2 Multimedia Development Team, J2
Joint Military Attaché School, DH
Korea Infrastructure Focus Team, DI
Mediterranean Team, Joint Intelligence Task Force for Combating Terrorism, J2
MSIC MANPADS Team, DI
Office of the General Counsel for Operations – Clarendon, DH
Iraq Survey Group, OP



on the HORIZON

Events for January 2005

January 1: Federal holiday, New Year's Day

January 5: Version 5.0 of the MASINT Requirements System (MRS) will be in effect.
For more information contact Larry Royster

January 12: Dr. Martin Luther King Jr. Birthday Observance from 9:30 a.m. to 11 a.m. in the
Richard C. Shelby Center for Missile Intelligence Auditorium

January 13: Dr. Martin Luther King Jr. Birthday Observance from 10 a.m. to 11 a.m. in the
Tighe Auditorium

January 17: Federal holiday, Dr. Martin Luther King Jr. Day

January 19: CWF Hot Chocolate Gathering from 7 a.m. to 10 a.m. in the DIAC Cafeteria

January 20: Inauguration of the United States President, Federal holiday for the Washington,
D.C., metropolitan area only

January 24: Military Award Ceremony from 2 p.m. to 3 p.m. in the Tighe Auditorium

For further information or updates concerning these events, please refer to the internal communications web site.

REMINDER!

You should be taking steps now to schedule or donate any leave that you may otherwise forfeit at the end of this leave year (Jan. 9, 2005).

You may become a leave bank member by submitting a membership application, DIA Form 213, Leave Bank Registration Request, during an open season (current annual open season is Nov. 8 through Dec. 31, 2004.) If you were absent (e.g., annual leave, sick leave, temporary duty (TDY), training, home leave, or LWOP) during an entire open season you will have on your return, an individual enrollment period of 30 calendar days. This period will begin the date you return to the agency. If you are a new employee you will have an individual enrollment period of 60 calendar days. This period will begin the date you enter on duty. For information regarding leave bank donations reference DIAI 22-16, or contact DAH-4, Employee Benefits and Services Division at 202-231-4044.

Information on procedures for leave restoration due to "National Emergency by Reason of Certain Terrorist Attacks," declared by President Bush in 2001, will be released in January 2005. For more information, contact the Employee Benefits and Services Division, DAH-4, at 202-231-4044. DH employees should contact JFSC at 301-677-2134, ext. 6372.

On This Day in **HISTORY**

- 4 December 1992:** President Ronald Reagan signed Executive Order 12333 on collecting intelligence within the United States
- 5 December 1981:** Defense Intelligence Senior Executive Service established
- 7 December 1941:** Japanese attack on Pearl Harbor, a major intelligence failure, brought the U.S. into World War II
- 8 December 1987:** President Ronald Reagan and Soviet leader Mikhail Gorbachev signed the Intermediate Range Nuclear Forces (INF) Treaty
- 10 December 1898:** Treaty of Paris signed, ending the Spanish-American War
- 11 December 1962:** DIA established the Counterintelligence Group
- 12 December 1964:** Defense Secretary Robert McNamara established the Defense Attaché System
- 12 December 1991:** USSR ceased to exist
- 13 December 1951:** Brownell Committee formed to investigate signature intelligence (SIGINT) failures from the Korean War
- 15 December 1960:** Joint Study Group report on creation of the Defense Intelligence Agency
- 18 December 1984:** Thomas Cavanagh is arrested for selling the KGB stealth technology
- 19 December 1976:** First KH-11 KENNAN photo reconnaissance satellite launched
- 19 December 1988:** Lt. Gen. Harry Soyster became 9th DIA director
- 20 December 1989:** U.S. forces, supported by DIA, intervened in Panama in Operation Just Cause
- 21 December 1988:** Terrorists sponsored by Libya blew up Pan Am Flight 107 over Lockerbie, Scotland
- 22 December 1968:** North Korea released the crew of the intelligence collection ship USS Pueblo
- 23 December 2000:** DIA's William Bultmeier, USDAO in Niger, killed during a carjacking
- 24 December:** Federal holiday
- 26 December 1776:** Gen. George Washington defeated Hessians at Trenton, N.J. with human intelligence (HUMINT)
- 28 December 1994:** Director of Central Intelligence R. James Woolsey resigned following Aldrich Ames spy scandal criticism
- 30 December 1946:** U.S. Army Strategic Intelligence School established
- 31 December:** Federal holiday

HAPPY HOLIDAYS



DIA Annual Holiday Party - 17 Dec 2004

